

September 28, 2012

To: Executive Board

Subject: **Foothill Transit Workforce Development Efforts**

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## **Recommendation**

Receive and file a report on Foothill Transit's Workforce Development Efforts.

## **Analysis**

Despite the fact that Foothill Transit has no direct employees, the development of human capital is vitally important to the organization. As a provider of public transit, people are our business so we have a natural role to play when it comes to cultivating talent. Transit agencies across the nation are facing an aging workforce and wonder how they identify, develop and retain qualified staff.

As such, the Foothill Transit administrative team has implemented a strategic Workforce Development program to proactively position the agency and its people for success now and into the future. This program includes the development and leveraging of the talents of both new and existing team members to ensure that they are positioned to excel at the next level during the succession process.

Successful workforce development programs typically have a strong network of ties in the community. Foothill Transit has regularly delved deeply into our local communities to seek out the brightest professionals to join our team. Applicant pools have derived from many nearby colleges including Mount San Antonio College, Citrus College, Rio Hondo College, University of Southern California, and Cal Poly Pomona.

The approach that has been taken by Foothill Transit in coordination with Veolia Transportation is to provide a wide range of training and development programs to team members, allowing those team members to guide their own development programs. Those team members who most assertively participate in training programs generally are best prepared to compete when promotional opportunities arise. Individuals selected for promotion are done so based on a determination that they are the best candidates for the position and not based on any predetermined designation.

As part of its direct efforts, Foothill Transit sponsors the following activities:

- ENO Mid Managers Development Program
- Leadership APTA
- ENO Senior Leadership Development Program
- Participation in industry conference and workshops, such as APTA and CTA

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Veolia Transportation also makes significant investments in developing team members. At the heart of Veolia's efforts is the tuition reimbursement program which provides \$5,250 per year in tuition reimbursement to all full-time staff members assigned to the Foothill Transit contract. In the past five years, eleven staff members have participated in this program.

Through its in-house resources, all managers have participated in "Managing within the Law" as well as basic transportation management skills development. In addition, Veolia Transportation covers all expenses for all of its Foothill Transit team members to participate in the Dale Carnegie Communications and Human Relations program. Further, Veolia has sponsored staff members' participation in the following programs:

- Dale Carnegie's Leadership Training for Managers
- Caltrans Transit and Paratransit Manager Certificate Program
- Management Action Program (MAP) management training
- Specific skills-based training program (e.g. computer training, critical thinking, writing skills, etc.)

Another aspect of Foothill Transit's workforce development program is to provide opportunities for team members to participate in leadership positions in our industry. This has included serving on various committees and task forces, often in leadership roles. This allows the team member to develop both their technical skills and their leadership skills. Further, it ensures that Foothill Transit has the latest thinking in terms of industry advancements.

At the local level, team members are encouraged to participate in community related leadership roles. This includes serving on the board of directors for chambers of commerce and community non-profit organizations. This has the dual purpose of giving back to the community and developing these individuals' leadership skills.

While it is unlikely that a team member would participate in each and every development activity, there are a wide range of choices that are available. Team members can match their own interests, needs and enthusiasm to the various opportunities that exist. Those that best prepare themselves stand best ready to move into more advanced positions when they become available.

Foothill Transit's program has increased the availability of experienced and capable employees who are prepared to assume new roles as they become available internally and out in the communities we serve. Several employees whose talent and skills have been nurtured here have recently been promoted to key leadership positions as evidenced in Foothill Transit's Organizational Chart (**Attachment A**).

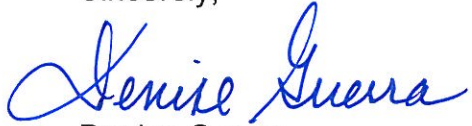


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**Budget Impact**

Funding for any related training is included in the approved FY 2013 budget.

Sincerely,

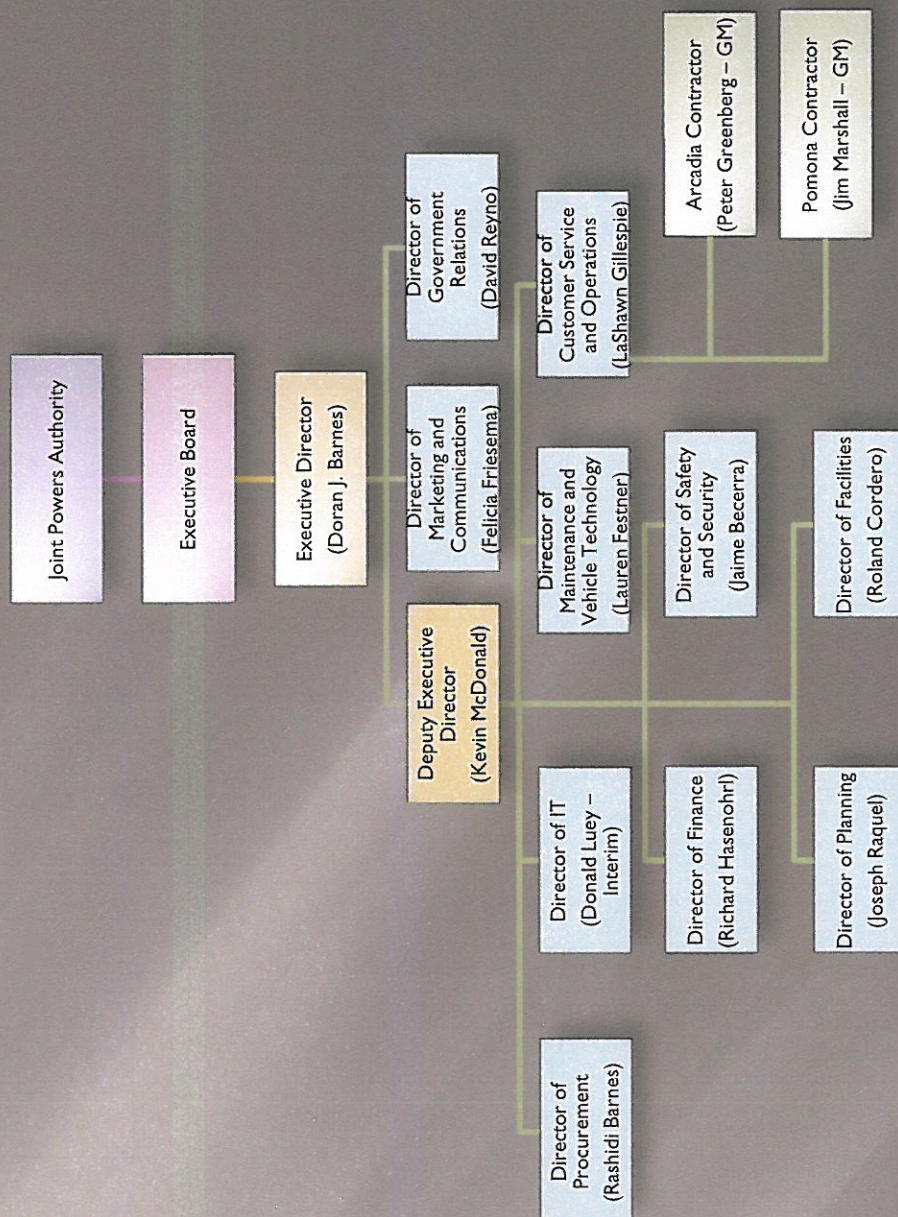


Denise Guerra  
Human Resources Manager



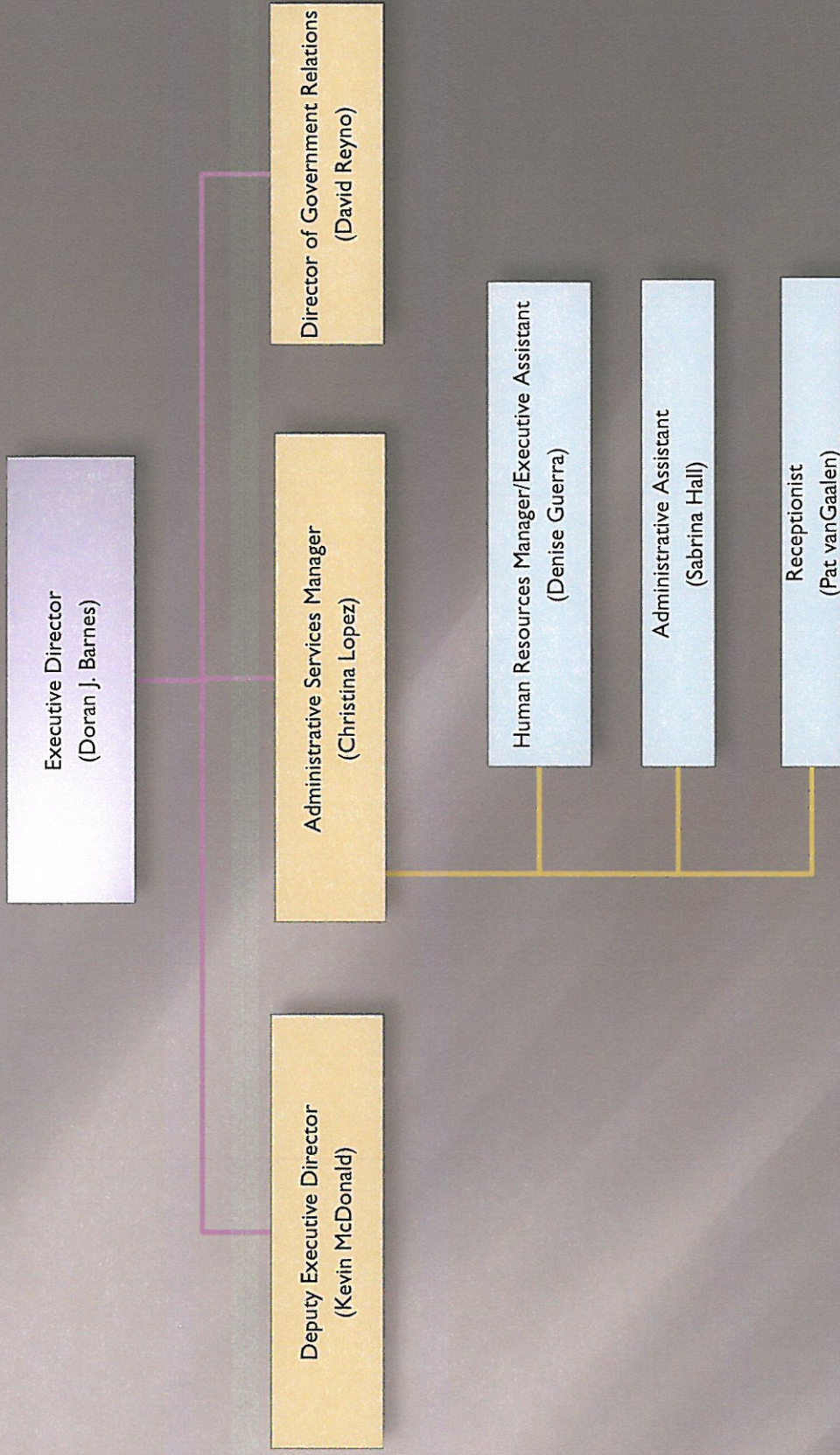
Doran J. Barnes  
Executive Director

# Foothill Transit (As of 9.20.2012)



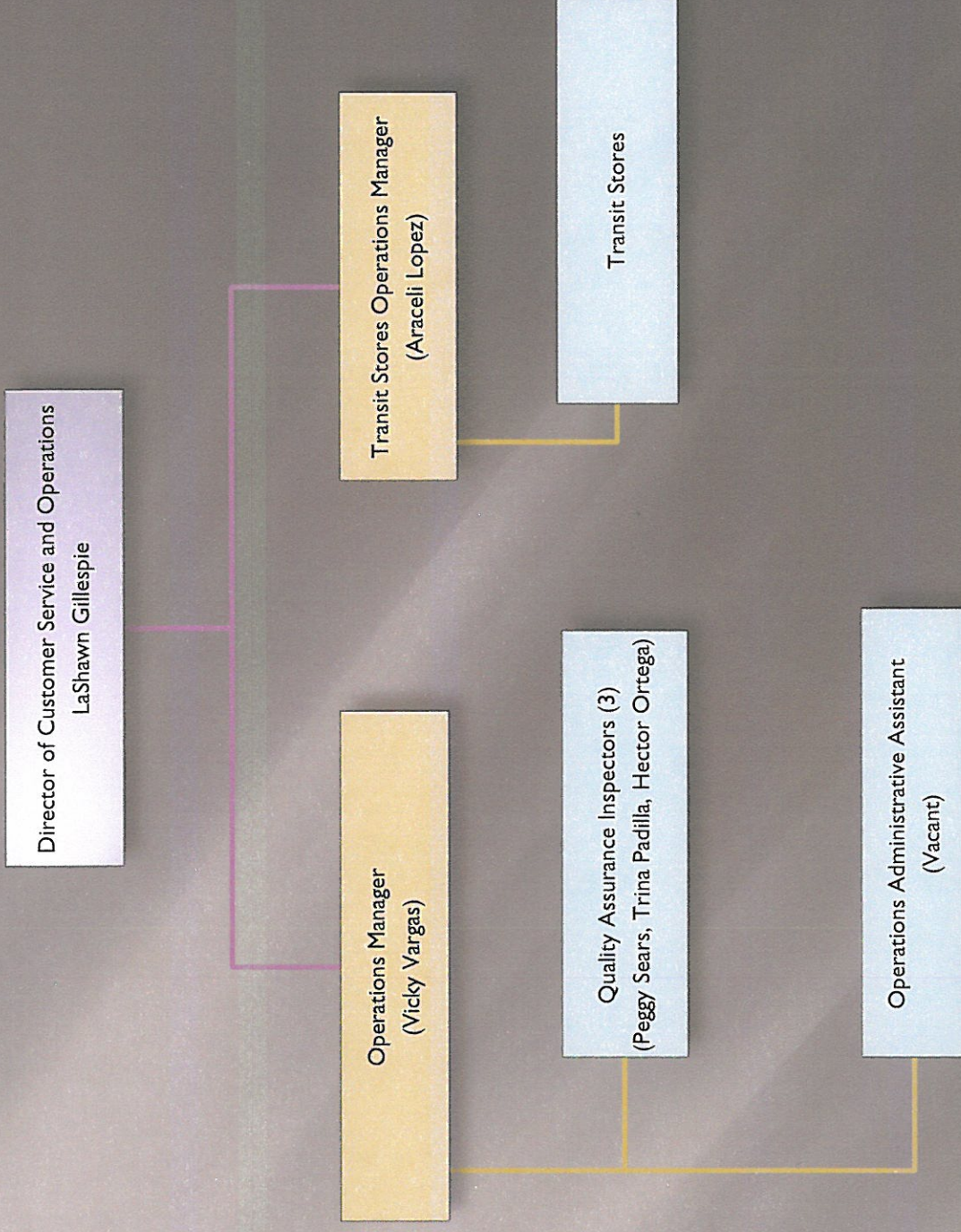


# Administration (As of 9.20.2012)





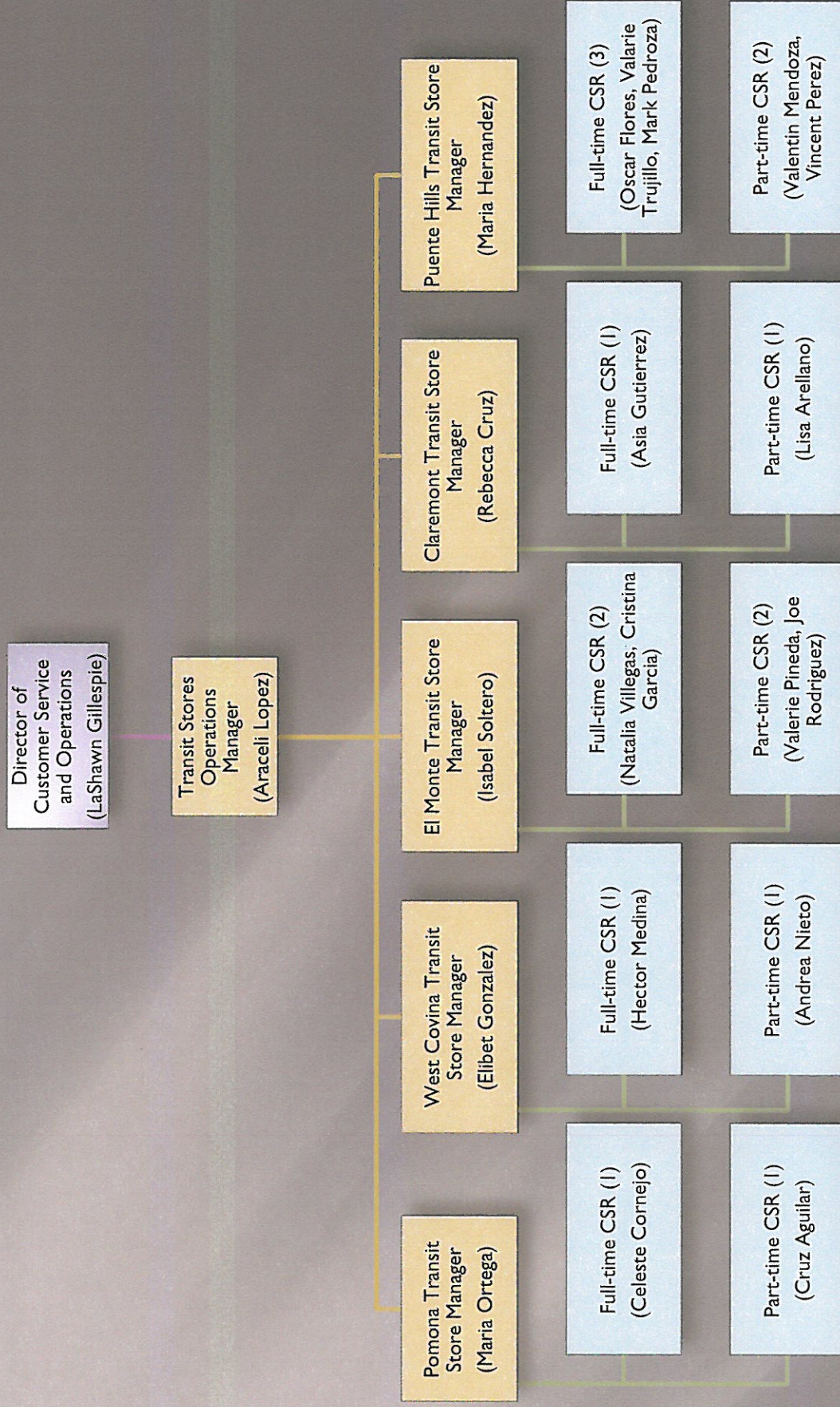
# Customer Service and Operations (As of 9.20.2012)



**LaShawn Gillespie was formerly  
Director of Planning.**



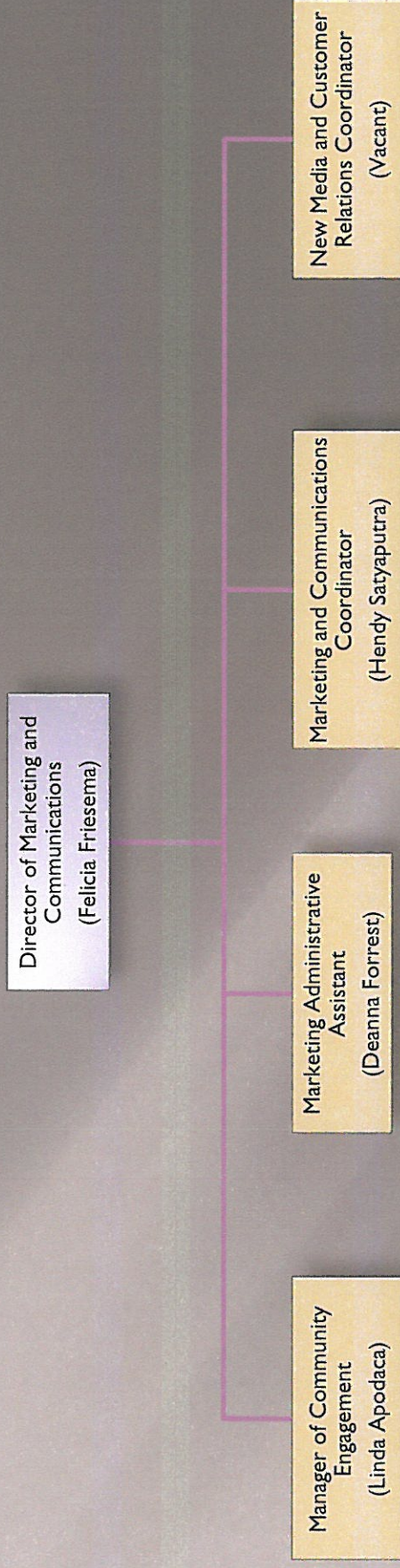
# Transit Stores (As of 9.20.2012)



**LaShawn Gillespie was formerly  
Director of Planning.**



## Marketing and Communications (As of 9.20.2012)

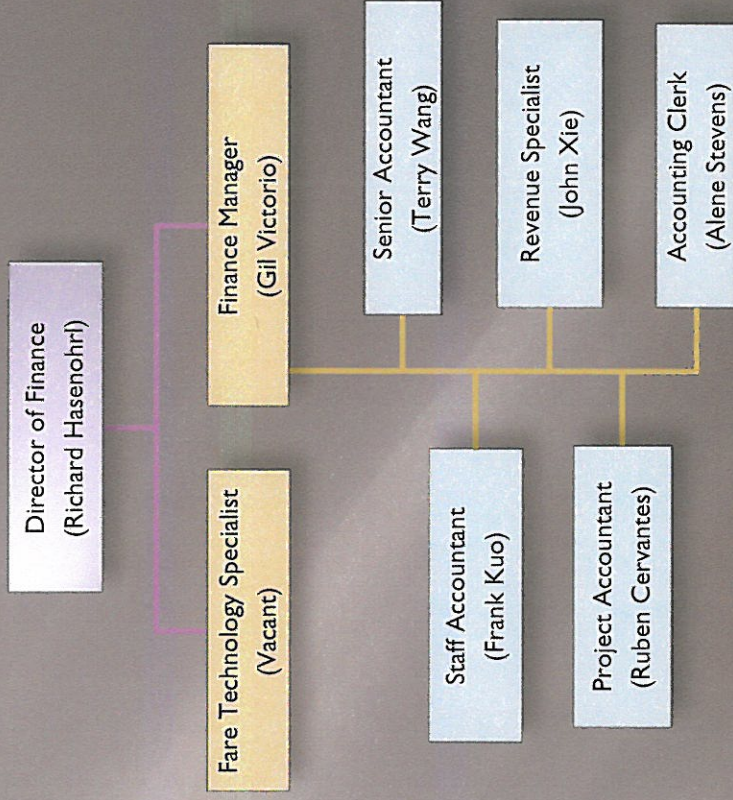


Felicia Friesema was formerly Marketing and Communications Manager.  
Linda Apodaca was formerly Community Outreach Coordinator.  
Hendy Satyaputra was formerly New Media and Customer Relations Coordinator.



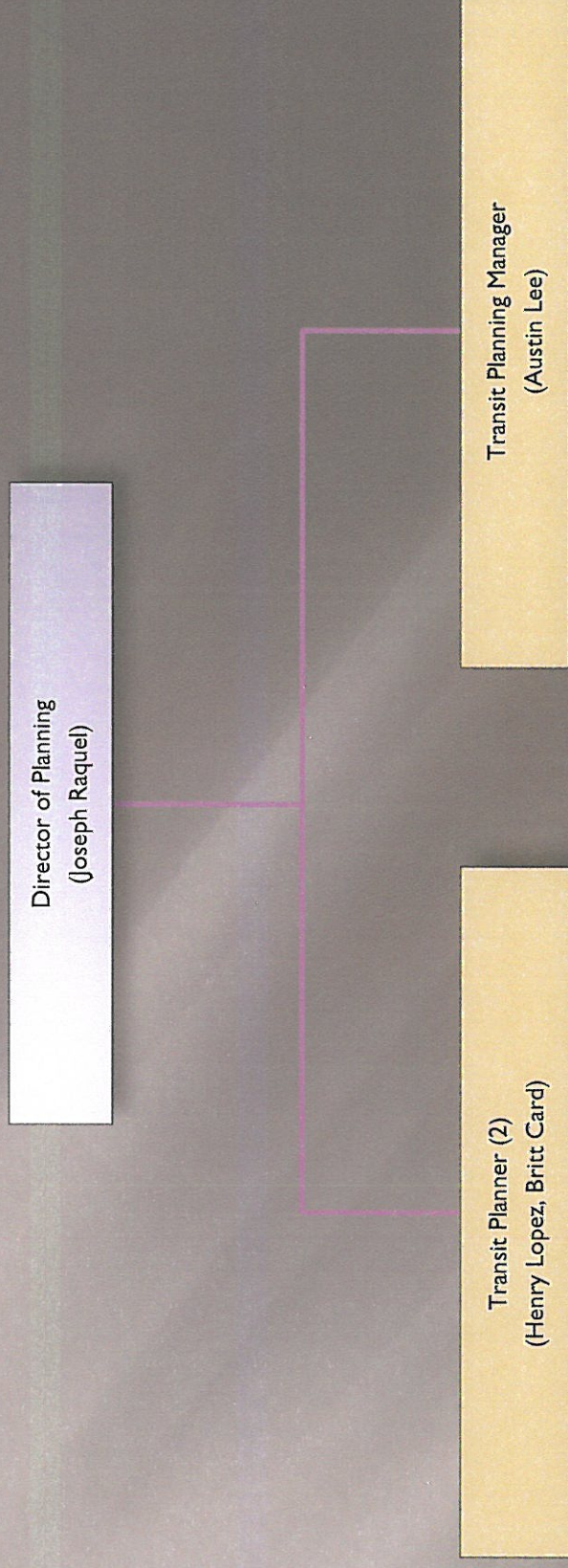
# Finance

(As of 9.20.2012)





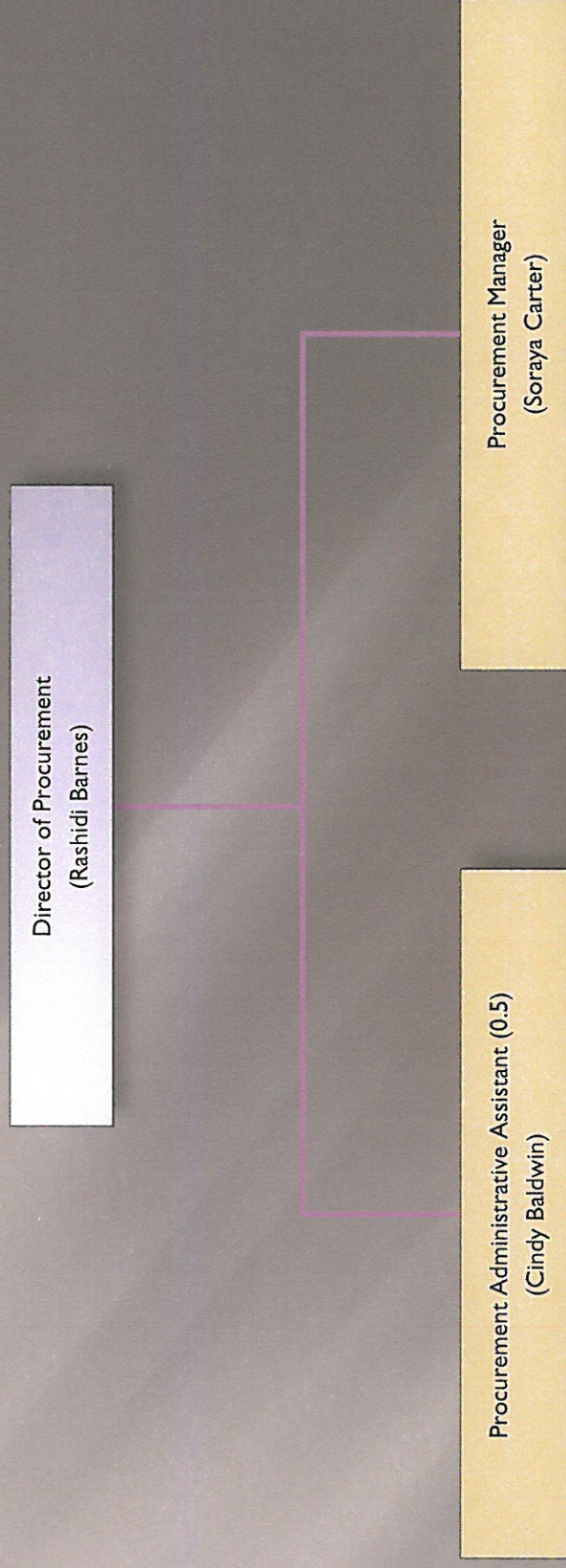
## Planning (As of 9.20.2012)



Joe Raquel was formerly Director  
of IT.  
LaShawn Gillespie was formerly  
Director of Planning.



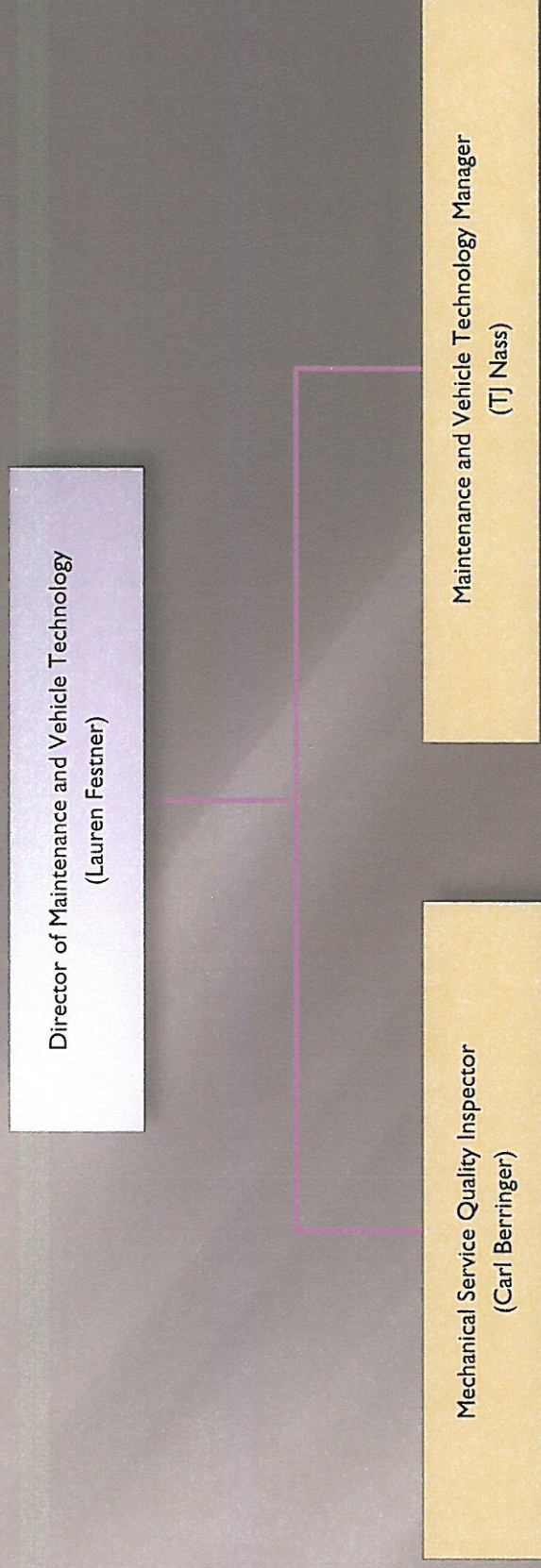
## Procurement (As of 9.20.2012)



**Soraya Carter was formerly the  
Admin Administrative Assistant**



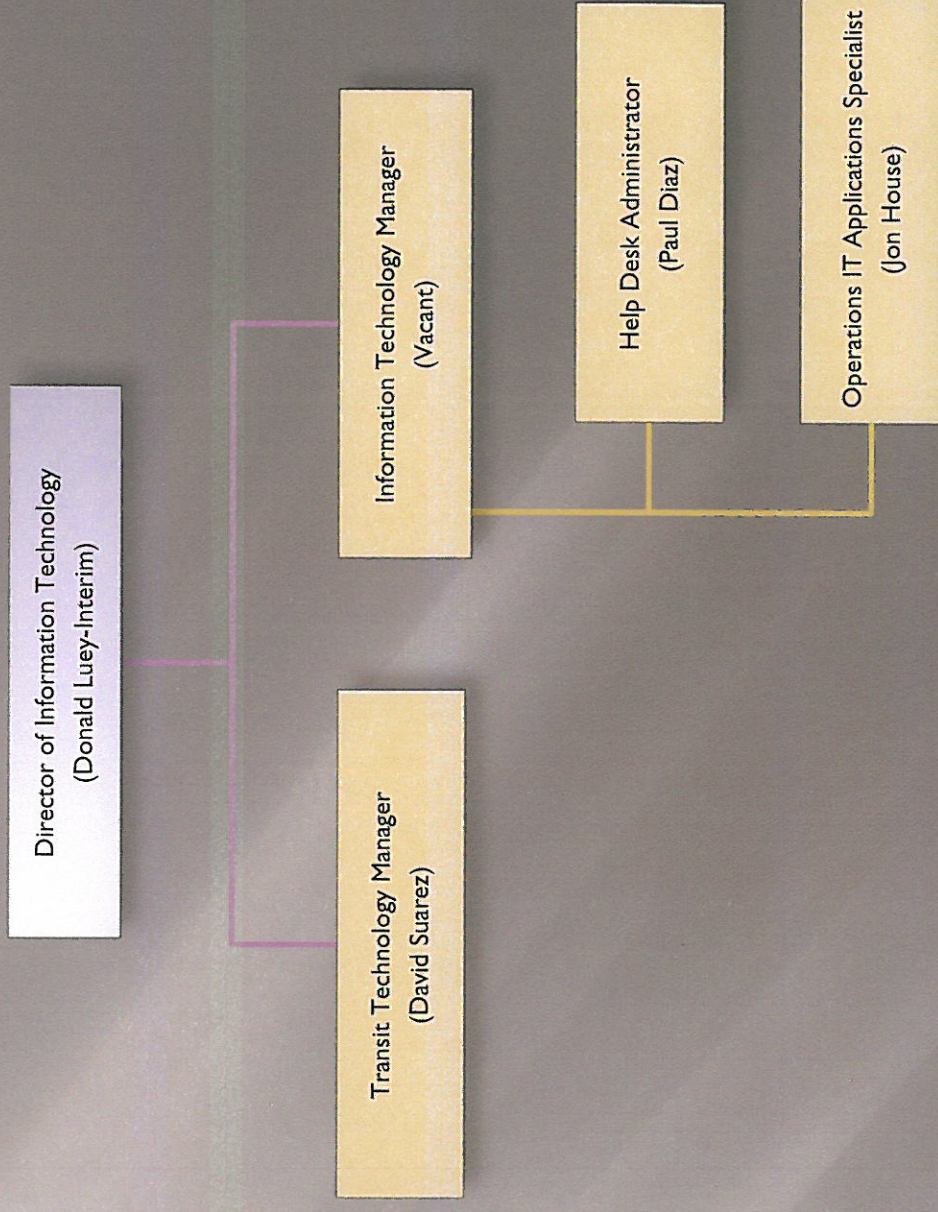
# Maintenance and Vehicle Technology (As of 9.20.2012)



Lauren Festner was formerly the  
Department Manager.  
TJ Nass was formerly the Fare  
Technology Specialist.



# Information Technology (As of 9.20.2012)

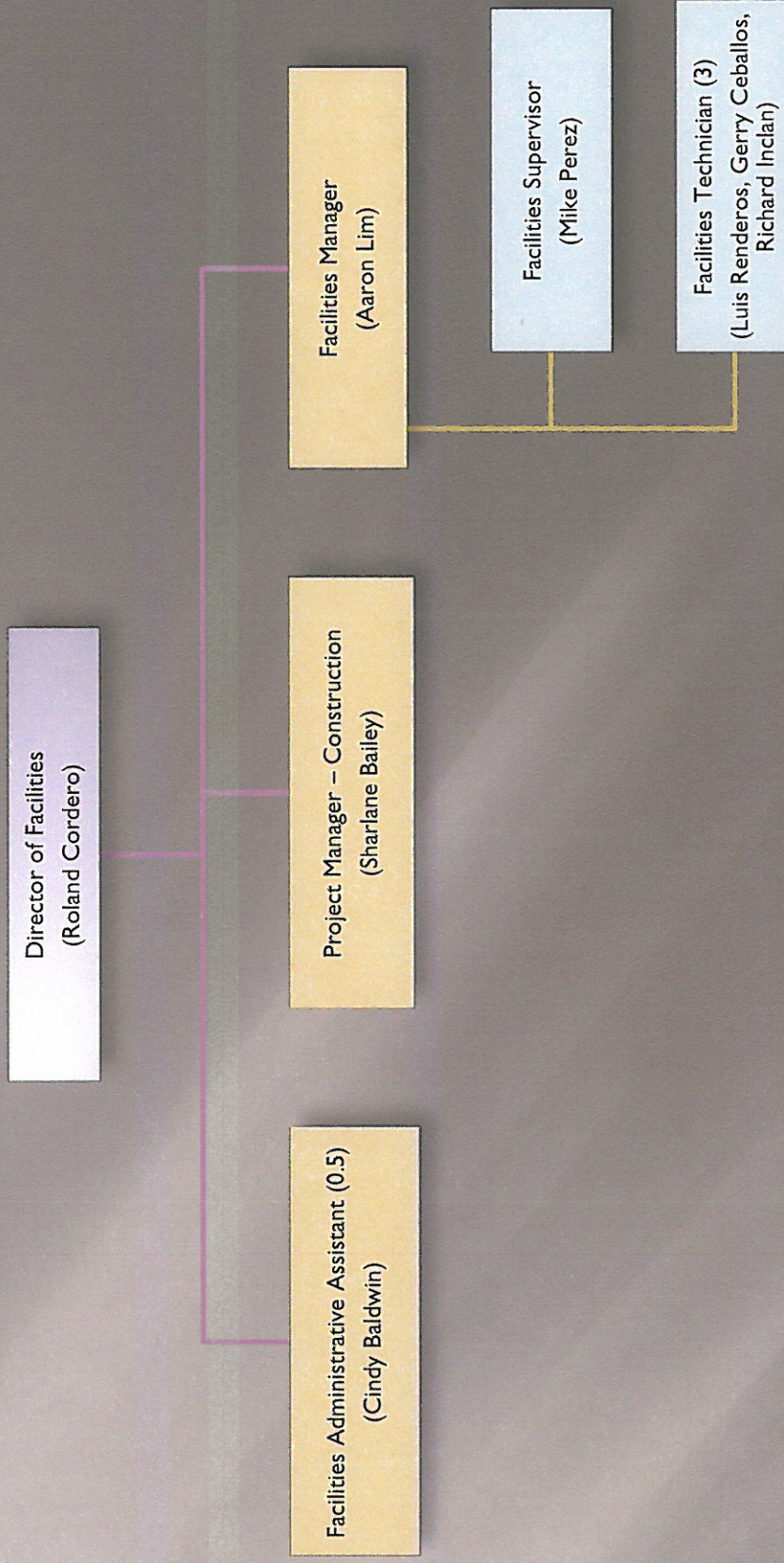


Joe Raquel was formerly Director  
of IT.

Donald Luey was formerly IT  
Manager

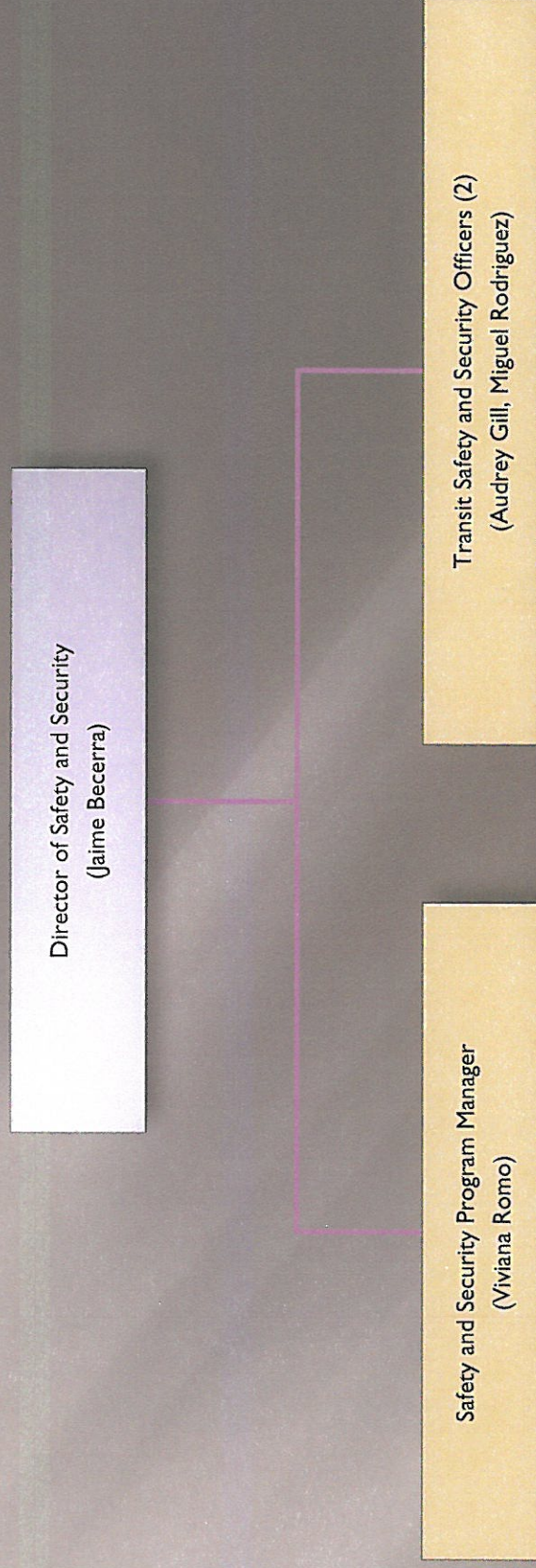


# Facilities (As of 9.20.2012)





## Safety and Security (As of 9.20.2012)



**Viviana Romo was  
formerly Operations  
Administrative  
Assistant**